

11 March 1974

MEMORANDUM FOR: [redacted]

SUBJECT : State of the Management and Services Directorate

The following is a quick summary of the key points which came out of the conference at [redacted]:

a. DD/M&S Mr. Brownman felt that we might take out the picture of Jack Blake in the slide on DD/M&S, but he will give a quick rundown on Jack's background in the Agency.

b. Security In the Security slide, there will be some reference to [redacted] application for medical disability retirement. On the [redacted] find, we should mention the names of the two OS employees and the awards that they were given, along with some discussion of the overall frustration of the Office through the years in attempting to make a find, yet these two employees remained mentally alert. On the badge machine, do not make any reference to the company.

c. Watergate Get an input from the General Counsel and the Legislative Counsel--the integrity of Office Directors on this.

d. EEO The poor record of the Agency and M&S--four females.

e. One Career Service There is one career service in M&S, with a number of subpanels, with boards which are going to rate people.

f. Personnel Reductions The panels are going to rate people, as there may continue to be budget cuts. People at the end of the line, the "tail end Charlies," will find their job in jeopardy if there is a continual patter of poor evaluations. It will not be based upon a one shot evaluation, which is unfavorable. *external*

g. Overseas Mr. Brownman stated that we should get an idea as to the number of M&S careerists who were overseas in June 1973, and compare it with our overseas picture in March 1974. It should show a decrease, even though work requirements have gone up. Do it on the basis of slots and not the number of people. Compare it with the DDO--if this can be arranged. Possibly a slide on this item. Include some reference to Mr. Brownman's trip overseas, and Support/Log conferences and Security at [redacted]

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OP h. Honor and Merit Awards Mr. Brownman suggested that we obtain a listing of the number of awards granted to the four Directorates with a listing as to relative standing on a "per capita" basis, and a showing as to where we stand.

AT  i. Mobility The theme was expressed that if an employee wants to go into a new job, and feels that he can do the work, it will not be held against him. However, the DD/M&S can do only so much, as with the off-campus program, and it is up to the employee to invest his own time and establish his qualifications. The employee is going to have to show some initiative.

j. APP and PDP The feeling was expressed that there should be a section on the Annual Personnel Plan and the Personnel Development Plan. There should be "better visibility" on what is going on in these areas.

k. The Challenge There was considerable reference to the fact that these are hard, rough times, and there will be a challenge to the younger employees to be innovative--and can come up with new ideas and suggestions. This ties in with the Headquarters Notice on awards, and the thought that we should give appropriate recognition to those employees who can come up with new ideas and better ways of doing things.

TAT  l. Communications The thought was expressed that there should be some reference to the  conference and the strong efforts which are being made to open up lines of communication through the monthly meeting, bi-monthly MBO conferences, etc. Reference to various Office conferences, Support conference

TAT  m. MSAG The feeling was expressed that we have a pretty good track record in MSAG in DD/M&S, and we should prepare a slide with pictures of the two co-chairpersons-- and list all the current members.

TAT  n. Bio Data There was a consensus of opinion that we should give bio data on the new senior people--ones who came into the picture in 1973-74. Cut back or eliminate on the old hands who have been in the Directorate through the years.

TAT  o.  We should prepare a section on this topic--quite brief--but Mr. Brownman should not address the issue unless a question develops.

p. Promotions How many in the 'M' service in the last year--all grades--how many promotions of supergrades. One section on this issue, and it ties in with the theme that there remains a challenge in the Agency and there is room for people with initiative and new ideas. People who are innovative.

TA  q. People Orientation This theme continually came up in a number of ways--and it is reflected in the comments of Harry Fitzwater and  who came in from other agencies. People are important, and this Agency places great importance on this in the entire  approach to rendering help and assistance. Get this into the body of the speech, and try to overcome the "gloom and doom" attitude which prevails in some areas, because of personnel cuts. There is a "spirit" in the Agency, with DD/M&S having a fair amount of credit for the sympathetic approach to handling people. STA

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[redacted] r. Fine Arts Commission Some reference to the plaques in the auditorium, the interest in the Headquarters Building, etc. Not totally clear on this, but we might have a section on the Fine Arts Commission, showing what we are trying to accomplish in this area.

(V) s. Conglomerate Theme Build an introduction on the theme that DD/M&S is one team, but there is a reasonable cohesiveness, with a break-down on people, things, and policy. There was some reference to the three M's--money, men and machines. Build on the concept of PERSONNEL, with OP, OMS, and OS; THINGS, with OL and OF; and MANAGEMENT (OJCS, OC, OTR).



Executive Officer to the  
Deputy Director  
for Management and Services

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